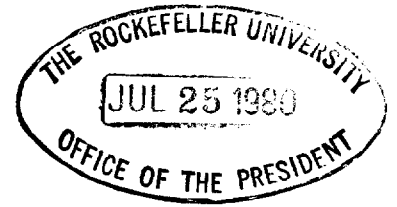


MEMORANDUM



To: Files

From: E.C. Whitehead *EL*

July 21, 1980

On Tuesday, July 15, 1980, I met with Dr. Martin Raff at University College, London. Dr. Raff's office and laboratories are located in the Zoology Department of the 2nd floor of a rather ancient building. His lab is enormously crowded and gives a general appearance of fairly high activity and little space. As mentioned above, the building is rather antiquated and the interior has not been modernized to the standards that one is more accustomed to in the United States.

He shares an office with Dr. M (?) who is his collaborator in his research program. Dr. Raff, as Gus Nossal indicated, is a very articulate and perhaps even charismatic person. I liked him enormously. He is 42 years old; was trained as a Neurologist, went to medical school in Canada and did his residency at Massachusetts General. He, like most residents in first class medical schools, was supposed to do a year of lab work. He elected to do this at University College Lonon in Immunology and, as he says, never went back to Clinical Neurology.

He has very cleverly used immunological techniques in neurology and, in fact, describes himself as a neuro-immunologist. He has succeeded in growing antibodies that are specific for some six different types of brain tissue. As he describes it, the work and opportunities are literally "exploding". He has about 8 post-doctorial fellows in his lab, most of whom come from the States and one has the impression that his work is about the hottest thing going in neuro-biology.

I believe we got along quite well as he is an extremely relaxed and easy man to talk to. Contrary to Dr. Kan, he expressed views on most of the questions I raised. Of course, all views were modified by protestation that he really had little experience and would be unqualified in these matters. In my book from this first meeting, I would say that Dr. Raff is a wonderful candidate on the following counts:

1. His work must be well respected and of and important nature.
2. He has the background and workings in basic science.
3. Personality wise, it is easy to imagine him having great success both as a recruiter and a leader of a new institute.
4. He is broad in his interests witness the fact that he, together with Jim Watson and a man by the name of Bruce Alberts, are writing a new text on cell biology which they expect will become the definitive text on the subject.

There is also one small problem. He does not want the job. There is no question he was intrigued by the possibility and is perceptive enough to immediately see the possibilities. However, he has two problems:

1. His work is coming to a head and it is very exciting to him. He really feels he can't leave it quite yet although I believe he expects to in the future. He told me categorically that he did not believe it would be possible to continue doing really meaningful work at the bench and be the Director of this Institute. I certainly sympathize with this position.
2. The second problem is more personal. He has three children ranging in age from 10 years to 16 years and a divorced wife. They share the children, literally. The children spend alternate days with their mother and father who live close to one another. He feels this situation is excellent and does not want to break it up at this point in time. He feels that in two or three years, perhaps he can.

He gave me a list of names of people he felt might be suitable for the job of Director. They are as follows:

1. Matthew Messelson who is a name that has not come up before but he felt might be very attractive. As man, he certainly is broad guaged enough to be considered for this position. I do not know the quality of his work but was assured by Raff that it was first class. I know him only casually in that we served together on a Science and Technology Panel at the United Nations Association. I can attest to the fact that he is articulate and persuasive and broad thinking. By a copy of this memo, I would appreciate it if Dr. Lederberg and Dr. Nossal would respond to this proposal.
2. Bruce Alberts who is a co-author of the book Dr. Raff is writing. Dr. Raff considers Alberts perhaps the best man in the world as a molecular biologist. At present he is at the University of California in San Francisco in the Biochemistry Department working as a biophysisist.
3. Mike Bishop at UCSF and Frank Ruddie (?) who is at Yale.

Dr. Raff had a very interesting suggestion; that is that we pick two or three truly outstanding scientists, not directors, who would in turn recruit a Director. This is an idea but my own feeling is that I would not want to do this unless it proved impossible to recruit a satisfactory Director. The people he suggested for this initial group would be:

1. Jeremy Broches who was a studen of Raff's in neuro-immunology and is currently at Cal Tech.
2. Alberts mentioned above.

Additional names were Malcolm Moore who is at Sloan-Kettering whose work is bone marrow and Harvey Eisen who is a paracytologist, I don't know at what institution.

It was very interesting and exciting to meet Dr. Raff and I enjoyed him tremendously. It is truly unfortunate that he is essentially unrecrutable.

ECW/mlt

DISTRIBUTION

A. Brill
Dr. Lederberg ✓
Dr. Nossal

J.A. Orlando
Dr. Skeggs
Dr. Sokol

J. Whitehead
P. Whitehead
S. Whitehead